

Making Transitional Duty Work When You Don't Have Transitional Duty Jobs

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Building a Better Tomorrow



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Overview of Traditional Transitional or Light Duty Return to Work Programs

Transitional or Modified Duty Programs



Temporary assignment/work



Allows IW to return to work sooner / prior to full recovery



Modified / light duties



Complies with medical work restrictions

Bridge / transition back to regular job

Why Return to Work Programs?

4M workplace injuries / 1.12M of those injuries result in lost days

Disability costs continue to increase



40%–60%
of expenses
associated
with a claim



2014: Lost-Time
Claim Frequency
declined **2%**, but
costs increased **4%**



Average
disability
cost/claim:
\$23,600



Medical severity
for lost time
claims up **4%**
in 2014

A well-structured program can reduce disability costs 20% - 40%

Traditional Transitional Duty Programs

Benefits for Employers



Lower claim costs
(medical / indemnity)



Employees feel valued,
engage in recovery



Lower fraud / litigation



Better communication



Can avoid long-term
opioid usage with
extended disability



Better retention of
experienced workers

Traditional Transitional Duty Programs

Benefits for Employees



Financial security



Faster recovery



Avoids isolation,
improves morale



Identifies additional skills,
retains existing skills

Program Components



Formal RTW Policy

RTW culture

Program coordinator

Case manager

Ensures providers prepare IWs
for RTW

Facilitates release of IWs
to transitional duty

Program Components

Functional job descriptions

- Use certified or licensed professionals

- On-site analyses

- Quantitative / qualitative assessments (ALL essential job functions)

- Physical demands for each task

- ADA terminology for compliance



Program Components



Functional Job Assessments

Document

- Essential job functions

- Job task elements

- Equipment/tools utilized per task

Summarize physical job

- Lift and carry demands

- Physical aptitudes

- Positions

- Abilities

- Endurance

Program Components

Using Functional Job Descriptions

Base for assessing /
creating individualized
RTW options

Ensure transition job fits
restrictions

Update regularly



Program Components

Using Functional Job Descriptions

Share with treating providers

Focus treatment / recovery
towards transitional duty

Guide provider decisions about
releasing IW for RTW



Traditional Transitional Duty Programs

Making RTW Work for You



RTW is a culture

It takes work

Many stakeholders

Limitations of Traditional Transitional RTW Programs

Light duty options limited /
not available

Options available can't
accommodate medical restrictions

IWs concerned about ability to
RTW or impact on recovery



Modified Duty Offsite (MDOS) Solutions

Alternatives to Traditional Transitional RTW Programs

Modified Duty Off Site (MDOS) Options



Partnership with area non-profit agencies



Volunteer placements for IWs

With temporary restrictions

Not able to return to their original job

Benefits of an MDOS Program



Employer: Social responsibility
and community outreach



Employee: meaningful work in
local community



Screened volunteer
Ongoing partnership with
employer

Building Your MDOS Program

Essential Team Members



MDOS Coordinators

Expertise to match recovering employee to nonprofit job tasks

Work history

Skills / abilities

Ensure compliance with employer program guidelines and goals

Building Your MDOS Program

Finding the Right Partner



Ability to tailor program to your needs and culture

Flexibility to modify program as needed

Creative ability to overcome barriers.

Building Your MDOS Program

Finding the Right Partner



Geographic match / jurisdictional expertise

Relationships with wide array of nonprofits

Program support (dedicated coordinator)

Building Your MDOS Program

Designing the Program

Incorporate into current
HR policies

Integrate MDOS and
traditional transitional RTW
programs

Include flexibility to modify
MDOS case by case



Building Your MDOS Program

Designing the Program

Set parameters

- When to use MDOS (triggers)

- What to consider in selecting pool of nonprofits

 - Decrease liability for employer

 - Mission/vision/values alignment



Finding Nonprofit Partners

What to Look for



Good reputation in the community /
Charity Navigator

Consistent light duty jobs

Adequate staffing for non-MDOS
positions

Strong onsite volunteer
management

Finding Nonprofit Partners

What to avoid



Frequent changes in leadership / staffing

No manager-level volunteer oversight

Inconsistent workflows for employees / volunteers

Premises / safety hazards

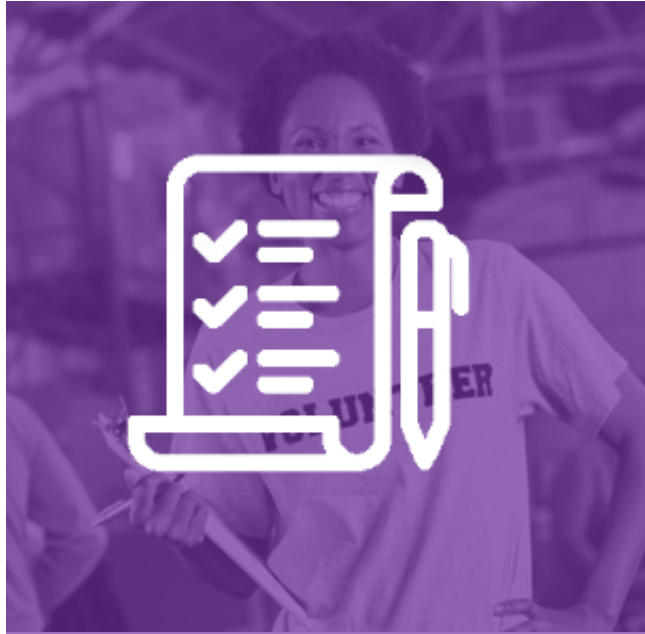
Finding Nonprofit Partners

Vetting the nonprofit via safety screenings

- Documented safety program
- Appropriate safety equipment
- Loss history
- “Good housekeeping” / physical hazard controls
- Verification by MDOS Coordinator



Program Agreements



Formal agreement that sets forth

What IW will / will not do

Rules IW must follow at
nonprofit

Hours worked

Employer's WC coverage

Sign at nonprofit on day 1

Supervisor Training

MDOS partner trains nonprofit supervisor(s)

- What is expected of the IW

- Nonprofit's responsibilities

- Medical/physical restrictions

Builds relationship between employer, MDOS program



Creating Functional Job Descriptions For Nonprofit Opportunities

Use certified or licensed professionals

On-site analyses

Quantitative / qualitative assessments

Physical demands for each task

Share with treating provider

Keeps provider in the loop

Tie back to release for RTW



Communicate, Communicate, Communicate



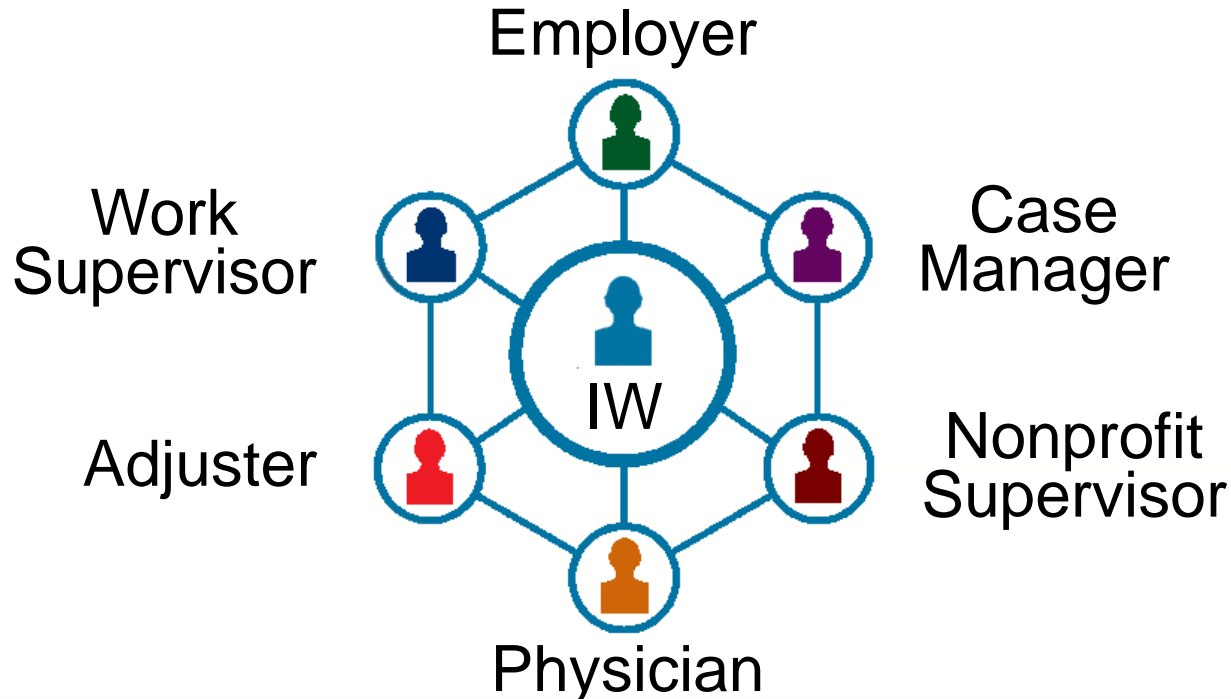
Early / frequent communication
With injured employee
Online tracking system
Keeps IW connected to employer
Helps employer check on IW



Actively involve managers / supervisors
Employer
Nonprofit

Communicate, Communicate, Communicate

Set the tone for cooperation between all parties.



MDOS Case Study

Averitt Express Case Study

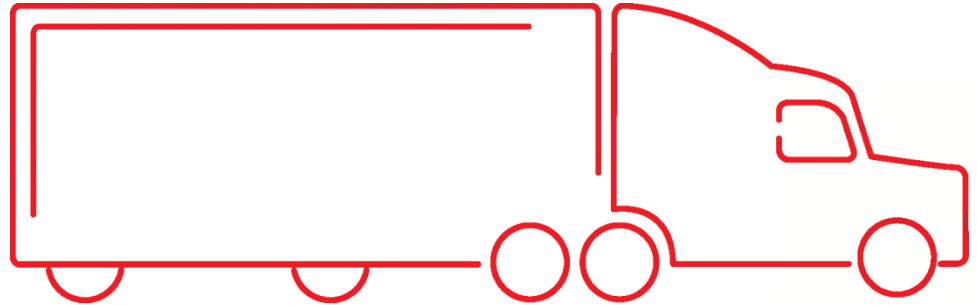
Leading national provider of freight transportation and supply chain management

143 locations

4,700 tractors

14,100 trailers

8,000+ employees



Why MDOS?



Cultural fit

"Our Driving Force is People."
History of giving back to the
community.



Values alignment
Commitment to helping
associates achieve
full potential.



Very few transitional jobs

MDOS Program Overview

2009

Initial year
17 referrals

400

Total
referrals

85

Placement
sites

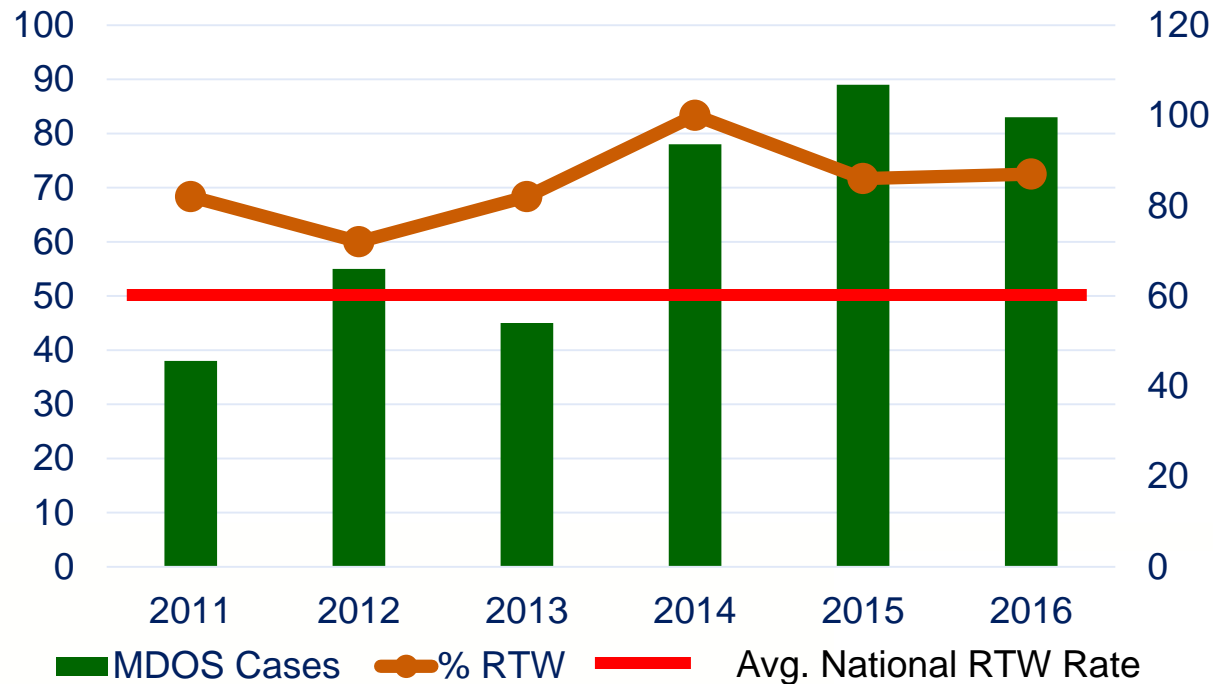
Worked with MDOS partner to decrease intervals:

Injury date to MDOS referral

MDOS referral to placement

Placement to start of MDOS job

MDOS Program Outcomes



MDOS Program ROI

YEAR	ROI
2012	6.6 to 1
2013	7.4 to 1
2014	9.1 to 1
2015	9.2 to 1
2016	9.6 to 1

MDOS: An Employee Perspective



Gilbert Jackson

Averitt Express employee
for 35 years

City commercial truck driver

Shoulder injury requiring
surgery and extensive rehabilitation

MDOS: An Employee Perspective



Referred to MDOS program
Placed at local Senior Center
Resisted the assignment



***It was better than being
at the guard shack.***

”



*It was strange and I
wasn't used to doing
anything like it.*

”



Initially I felt out of place.

”



***I became more comfortable
every day and everyone
was friendly.***

”



My computer skills were not good and it caused me some stress, but they improved and I am more confident with a computer.

”



I became attached to a lot of seniors at the Center and looked forward to seeing them.

”

Gilbert retired two years ago.
How does he spend his time?





***I go to the Center every day.
There is so much to do and I
have so many new friends. Some
are 20+ years older than me
but I love to be with them and
hear their stories.***





***I am captain of the Chair
Volleyball team and we travel
to other Senior Centers
to compete.***

”



***There are friends waiting for me
every day to come in and play
pool or cards with them.***

”

Key Takeaways

Create a policy and a culture that supports MDOS

Functional job descriptions are key

Pick an MDOS partner with experts to help build / manage your program and the right geographic network

Pick nonprofit partners with good reputations, strong management, a sound safety program

Communicate frequently to keep all parties (employer, employee, coordinator, nonprofit, provider) aligned and engaged

Give employees time to embrace the program/their assignment



Questions?



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To Learn More

Job Accommodation Network

www.AskJAN.com

EEOC

www.EEOC.gov

Occupational Information Network

www.ONETonline.org

Dictionary of Occupational Titles

www.occupationalinfo.org



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Questions?

Thank you



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